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The following are a few practices selected at random in separate components which might have applicability elsewhere:

OC "Green Sheets"

The Office of Communications is divided into some 11 career panels, each concerned with a particular skill (engineers) or grade level. Panel considerations are generated by a "green sheet," also called the Career Service Action (CSA). This, for rotations and reassessments, is initiated by the employee, whether in the field or at Headquarters. The panels then sit and their decisions are recorded on these CSA's and sent to OC/Pers for action. In the case of promotions, the CSA is initiated by the supervisor who is recommending a promotion for one of his people.

OC Retiree Newsletter

Commo also publishes, periodically, a retiree newsletter. This is put out by the OC front office and is a gossipy letter which keeps the retirees abreast of what their retired friends are doing and lists new retirees and their retirement addresses. Commo maintains a P.O. Box to which retirees can write if they have questions, and their letters often go on to more personal items which then end up in the newsletter, such as -- Joe Doe and wife have just completed a long vacation in Europe -- Bill now has a 35-foot boat which he keeps on the Chesapeake, etc., etc.

Logistics Annual Conference

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Logistics has a yearly conference at [] and tries to have about one-third of its available employees go each year. Thus, over three years each employee in theory gets to attend the conference.

Logistics Orientation

Logistics also has a twice-yearly orientation program lasting one and one-half weeks full time. They include lectures by people outside Logistics as well as lectures by senior Logistics officials and people from the Support Staff. The employees are given a chance to write down questions to be answered towards the end of the orientation period in a time slot of several hours.

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OP Junior Advisory Panel

The Director of Personnel has appointed a Junior Advisory Panel (JAP) to study personnel problems and provide recommendations for improvements in the Career Service.

The JAP has initiated a monthly newsletter to all SP Careerists advising them of recent reassessments and current studies of the Panel.

OP Career Service Skills Development Program

Over a period of the past year the Office of Personnel has conducted a series of monthly in-house training sessions (briefings and seminars) designed to provide Office of Personnel Careerists, Grade GS-05 and above, with substantive orientations on OP policies, programs and functions. A co-equal purpose of establishing these training sessions was to provide another vehicle for bringing Personnel Careerists together on a regular basis to discuss and share viewpoints on meeting common problems and daily concerns.

Monthly Meetings with Personnel Officers

Once each month the Director of Personnel and his senior officers meet with the Personnel Officers assigned to the operating components to discuss major developments, emerging problems and pending policy changes.

Biannual Personnel Conference

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Every two years the Office of Personnel conducts a three-day conference for SP Careerists (managers, supervisors and working level) [redacted] to discuss and exchange information on personnel-related affairs.

CSPS Follow-Up Program

Clandestine Service Personnel Staff conducts a six-month follow-up interview of all clericals.

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TSD Mid-Point Review

TSD has recently initiated a Mid-Point Review -- discussion between an employee and his supervisor six months before his fitness report is due. The purpose is to discuss the employee's performance, how he can improve, etc. This meeting is made a matter of record, although no actual report of performance is prepared.

TSD Orientation

Three or four times a year TSD conducts an orientation for all new employees. Each office; i. e., Personnel, Finance, Logistics and the operating elements, describes what function it performs and what services it renders.

TSD Newsletter

TSD issues a newsletter quarterly, "TECH TOPICS." It covers promotions, reassessments, retirements, merit awards; it also delves into such matters as new equipment, changes in internal administrative procedures -- anything newsworthy. All offices are expected to contribute.

TSD Secretarial Panel

TSD has a Secretarial Panel comprised of Division Chiefs and a secretary elected by the secretaries in TSD. This Panel recommends promotions, decides who should go on TDY's and looks into problems that concern "clericals."

TSD Employee Council

TSD has an "Employee Council" comprised of five employees at the GS-09 to GS-13 level. The Panel meets quarterly with the Executive Officer to discuss topics of current concern to employees at each grade level. The Panel serves as TSD's sounding board; membership is rotated.

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FE Letters of Instruction

FE Division has developed the practice of issuing letters of instruction to each employee detailing his or her responsibilities and what will be expected from the employee in discharging his duties. The LOI's are updated as needed and serve as an excellent reference point at the time of fitness report discussions. A few examples of the LOI are attached.

NPIC Opportunity Program

The Director's Opportunity Program at NPIC was established as an upward mobility effort. Components identify jobs which can be used for the development of people in dead-end jobs. The junior professional level components advertise, interview and select people for these jobs. The program has been in existence about a year and is doing well.

NPIC Job Restructuring

Also at NPIC the photogrammetry branch was restructured by removing some of the professional requirements from certain jobs and placing technicians in them. This effort permitted them to add a sorely needed clerk typist position and to enhance the top-level jobs in that particular branch.

NPIC Career Office

At NPIC they have recently established a "careers" office within the Office of the Chief of Support. It is manned by NPIC operational people. The effort here is aimed at establishing career ladders for employees at NPIC and counseling employees for developmental purposes.

OSI Orientation

OSI's method of orienting new professionals seems to be happily accepted by employees. OSI assigns senior advisors to each new professional for the first several months on the job. The advisor assures that the employee is introduced in all components and that he knows where to get the information he needs to do his job well.

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Junior Officer Members of OSI Career Panel

For approximately two years OSI has had two junior officers sitting on its Career Panel. The other members are Division Chiefs, the Executive Officer and the Deputy Director who is chairman. The young officers participate in all Panel activity for two-year tours which are staggered. Current grades of the two members are GS-13 and GS-12 (GS-11 when assigned).

OCS Supervisory Discussions

In the Operations Division of OCS, supervisors are required to have a fitness report review type of discussion with each employee every three months in order to assure that employees will know at all times where they stand. The procedure was prompted by misunderstandings about employee evaluations at the annual rating period.

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